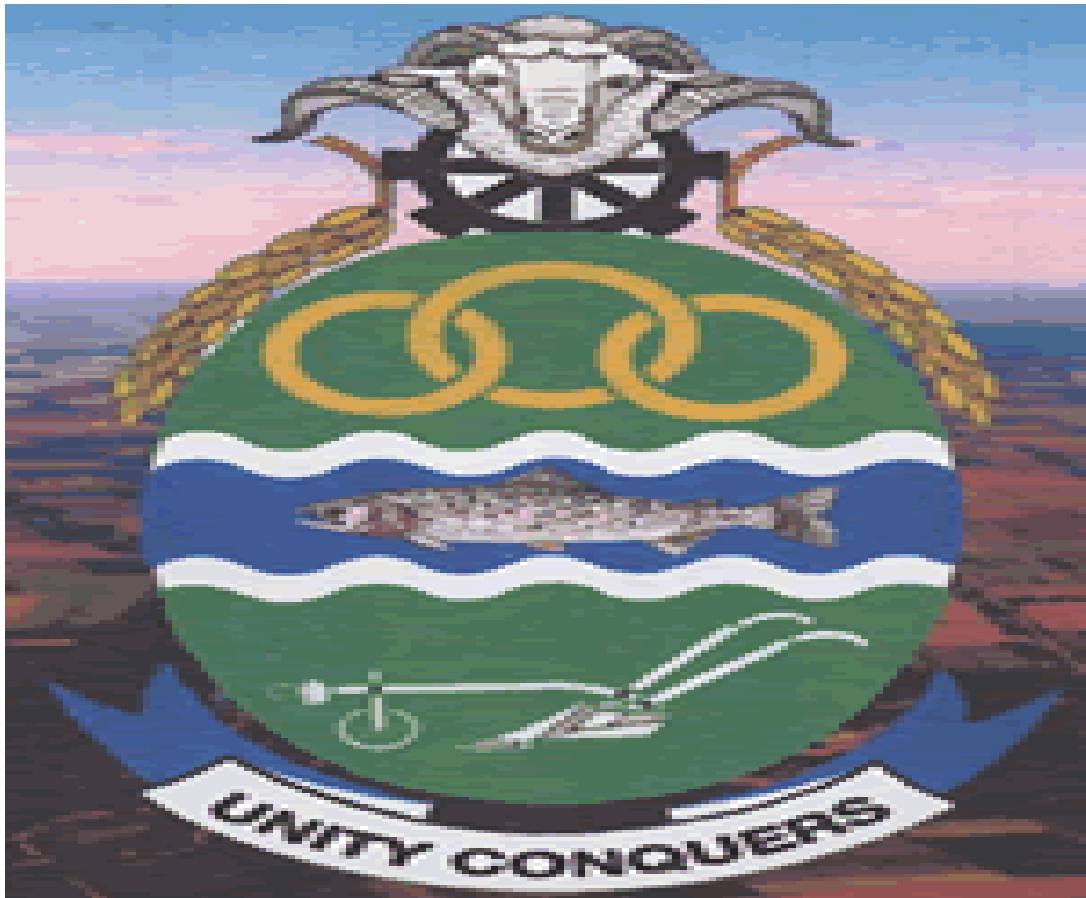


PHOKWANE LOCAL MUNICIPALITY

NC094



SERVICE DELIVERY AND BUDGET IMPLEMENTATION

PLAN – 2017/2018

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CHAPTER 1: OVERVIEW

Strategic Context of the Service Delivery and Budget Implementation Plan of the Finance Department

1.1 Purpose

This document provides for the annual submission of the Service Delivery and Budget Implementation Plan (SDBIP) as required in terms of the Municipal Finance Management Act. It should be read in conjunction with Phokwane Municipality's Integrated Development Plan (IDP), Budget; Departmental SDBIP's and approved Municipal Turnaround Strategy (TAS) for the financial year 2015/ 2016.

1.2 Legislation

The MFMA requires that municipalities prepare a Service Delivery and Budget Implementation Plan as a strategic financial management tool, to ensure that budgetary decisions that are adopted by municipalities for the financial year are aligned with their Integrated Development Plan Strategy.

According to section 1 of the Act a service delivery and budget implementation plan means a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate—

(a) projections for each month of—

(i) revenue to be collected, by source; and

(ii) operational and capital expenditure, by vote;

(b) service delivery targets and performance indicators for each quarter; and

(c) any other matters that may be prescribed and includes any revisions of such plan by the mayor in terms of section 54(1) (c);

In terms of Section 53 (3) of the Municipal Finance Management Act (MFMA) No. 56 of 2003:

The mayor must ensure —

(a) that the revenue and expenditure projections for each month and the service delivery targets and performance indicators for each quarter, as set out in the service delivery and budget implementation plan, are made public no later than 14 days after the approval of the service delivery and budget implementation plan; and

(b) that the performance agreements of the municipal manager, senior managers and any other categories of officials as may be prescribed, are made public no later than 14 days after the approval of the municipality's

service delivery and budget implementation plan. Copies of such performance agreements must be submitted to the council and the MEC for local government in the province.

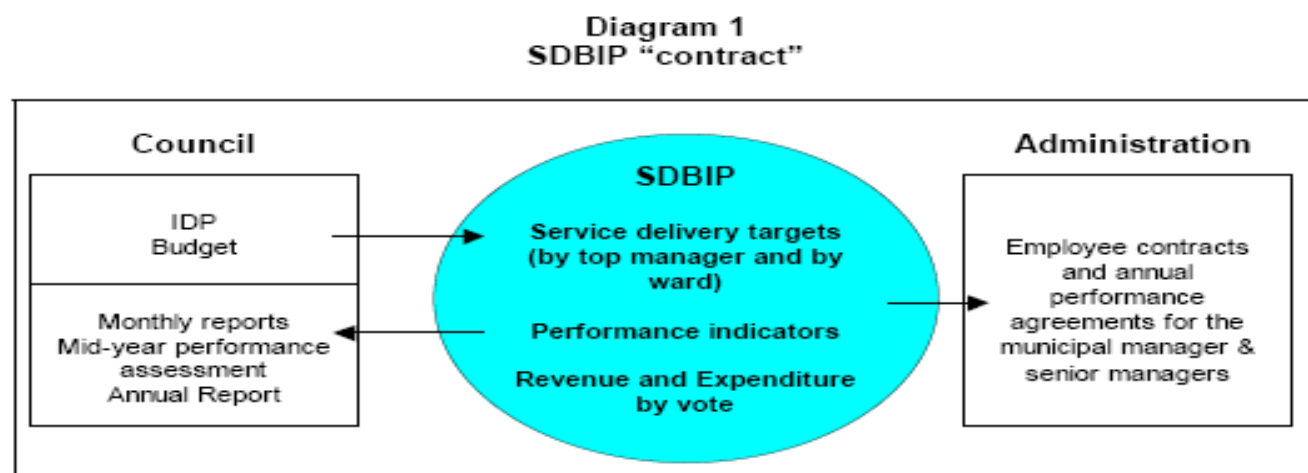
1.3 The Strategic Context of the SDBIP

Section 53 of the Municipal Finance Management Act, 2003 (Act 56 of 2003) (MFMA) requires of municipalities to compile a Service Delivery and Budget Implementation Plan (SDBIP). The aim with this Plan is to serve as a management, implementation and monitoring tool that align the IDP, the budget and the service delivery targets of the municipality. In this context, section 53 (1)(c)(iii)(bb) of the MFMA requires of the Mayor to ensure that the measurable performance objectives approved with the budget are aligned with the SDBIP. These targets then provide the bases for the compilation of the Performance Agreements of the Municipal Manager and other section 57 managers.

The contents of the municipal SDBIP (referred to in the preceding paragraph) are informed by the key performance indicators and targets, and the budget projections included in the various **Departmental SDBIPs**. These Plans are compiled to link specific service delivery responsibilities in the IDP to each of the senior managers (section 57 managers) of the municipality. An individual SDBIP must therefore be compiled for each of the municipalities Departments. The Performance Agreement of the responsible section 57 manager will then be aligned with the contents of the Departmental SDBIP for which he or she is responsible. Because the SDBIP contains particulars of both service delivery objectives and targets, as well as the budget of that specific Department, it serves as a performance plan against which the activities of the Department could be monitored and assessed.

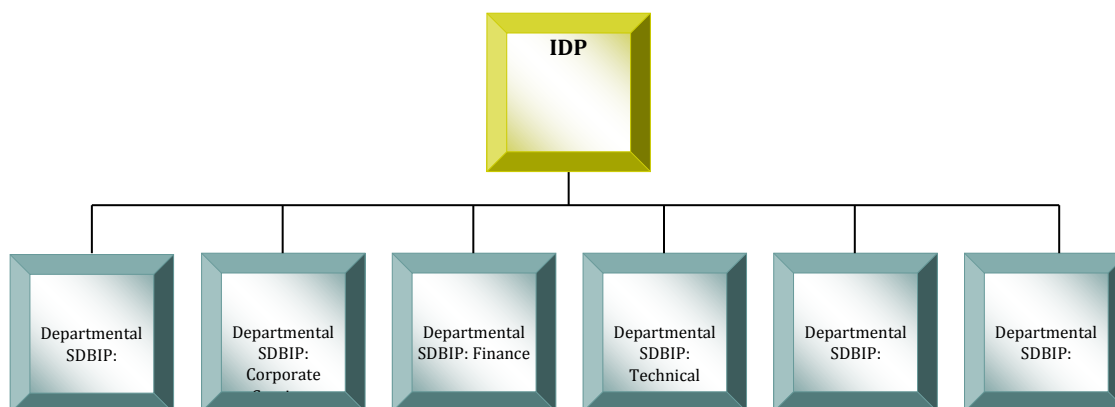
Operational guidelines for the compilation of the municipal SDBIP, and Departmental SDBIPs could be found in MFMA Circular No. 13. The contents of this Departmental SDBIP would therefore be based on the guidelines of the indicated Circular.

Figure 1: Relationship between the IDB, Budget and SDBIP in the Municipality



It is important that the various Departmental SDBIPs must relate to the IDP of the municipality. The intention is that the SDBIPs for each of the Departments in the municipality must indicate what the specific section 57 managers (and his / her Department) are going to do to implement the IDP. The Departmental SDBIP must also relate to the budget for the specific year, because the budget will determine how much money is available to do the things anticipated in the SDBIP. The SDBIP should therefore determine (and be consistent with) the performance agreements between the mayor and the municipal manager and the municipal manager and senior managers determined at the start of every financial year and approved by the mayor.

Figure 2: Relationship between the IDP and the Departmental SDBIPs



The various Departmental SDBIPs informs the institutional (municipal) SDBIP. This (the municipal SDBIP) must be presented to the Council and public for noting and deliberations. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community. A properly formulated SDBIP will ensure that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, performance of senior management and achievement of the strategic objectives set by council. It enables the municipal manager to monitor the performance of senior managers, the mayor to monitor the performance of the municipal manager, and for the community to monitor the performance of the municipality.

1.4 Budget Breakdown In Terms of the IDP

Budgeted Capex Results – 2017/2018

Key Performance Area	Capital Expenditure 2016/2017	Capital Expenditure 2017/2018	Variance
Basic services	33,818,999	58,307,965	(24,488,966)
Municipal Institutional Development and Transformation	1,910,000	-	(192,757)
Local Economic Development	50,000	-	50,000
Municipal Financial Viability and Management	-	2,102,757	-
Good Governance and Public Participation	-	-	-
Total Budget	35,778,999	60,410,722	24,631,723

Budgeted Capital & Operational Results – 2017/2018

Key Performance Area	Operating Expenditure 2017/2018	Capital Expenditure 2017/2018	Revenue 2017/2018	Surplus / (Deficit) 2017/2018
Basic services	176,240,020	58,307,965	211,982,560	35,742,540
Municipal Institutional Development and Transformation	35,394,980	-	23,091,822	(12,303,158)
Local Economic Development	2,635,861	-	1,727,259	(908,602)
Municipal Financial Viability and Management	41,716,045	2,102,757	37,409,257	(4,306,788)
Good Governance and Public Participation	22,748,911	-	6,627,674	(16,121,237)
Total Budget	278,735,816	60,410,722	280,838,572	2,102,757

CHAPTER 2: The SDBIP Concept

Whilst the budget sets yearly service delivery and budget targets (revenue and expenditure per vote), it is imperative that in-year mechanisms are able to measure performance and progress on a continuous basis. Hence, the end-of-year targets must be based on quarterly and monthly targets, and the municipal manager must ensure that the budget is built around quarterly and monthly information.

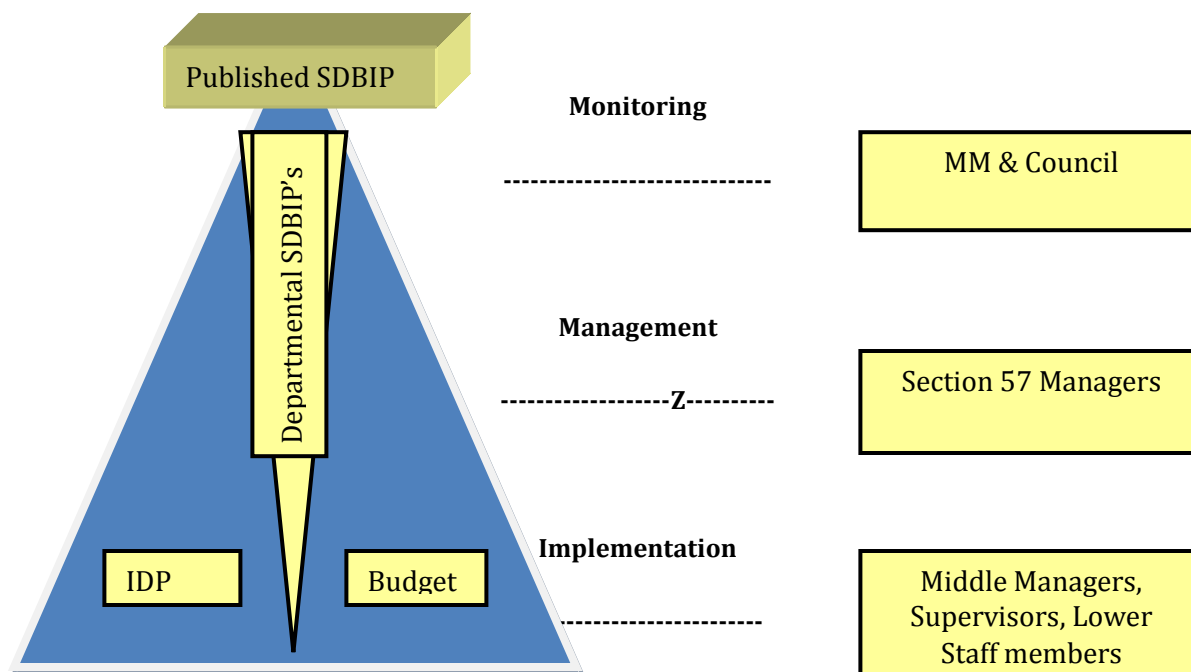
Being a start-of-year planning and target tool, the SDBIP gives meaning to both in-year reporting in terms of section 71 (monthly reporting), section 72 (mid-year report) and end-of-year annual reports. The SDBIP is essentially the management and implementation tool which sets in-year information, such as quarterly service delivery and monthly budget targets, and links each service delivery output to the budget of the municipality, thus providing credible management information and a detailed plan for how the municipality will provide such services and the inputs and financial resources to be used. The SDBIP indicates the responsibilities and outputs for each of the senior managers in the top management team, the inputs to be used, and the time deadlines for each output. The SDBIP will therefore determine the performance agreements of the municipal manager and senior managers, including the outputs and deadlines for which they will be held responsible. The SDBIP also provide all expenditure information (for capital projects and services) per municipal ward, so that each output can be broken down per ward, where this is possible, to support ward councillors in service delivery information.

The SDBIP is also a vital monitoring tool for the mayor and council to monitor in-year performance of the municipal manager and for the municipal manager to monitor the performance of all managers in the municipality within the financial year. This enables the mayor and municipal manager to be pro-active and take remedial steps in the event of poor performance. The SDBIP aims to ensure that managers are problem-solvers, who routinely look out for unanticipated problems and resolve them as soon as possible. The SDBIP

also enables the council to monitor the performance of the municipality against quarterly targets on service delivery.

Figure 3 Illustrates.

Figure 3: The Published SDBIP in relation to other management plans



The SDBIP is a layered plan, with the top layer of the plan dealing with consolidated service delivery targets and in-year deadlines, and linking such targets to top management. Diagram 3 shows how only the tip of the pyramid is published as the SDBIP.

Once the top-layer targets are set, the top management is then expected to develop the next (lower) layer of detail of the SDBIP, by providing more detail on each output for which they are responsible for, and breaking up such outputs into smaller outputs and linking these to each middle manager and supervisor. Much of this lower layer detail will not be made public nor tabled in council – whilst the municipal manager has access to such lower layer detail of the SDBIP, it will largely only be the senior manager in charge who will be using such detail to hold middle managers and supervisors responsible for various components of the service delivery plan and targets of the municipality. Only the highest layer of information of the SDBIP will be made public or tabled in the council. Such high-level information should also include per ward information, particularly for key expenditure items on capital projects and service delivery – this will enable each ward councillor and ward committee to oversee service delivery in their ward.

Being a management and implementation plan (and not a policy proposal), the SDBIP is not required to be approved by the council – it is however tabled before council and made public for information and for purposes of monitoring. The SDBIP is seen as a dynamic document that may (at lower layers of the plan) be continually revised by the municipal manager and other top managers, as actual performance after each

month or quarter is taken into account. However, the top-layer of the SDBIP and its targets will not be revised without notifying the council, and if there is to be changes in service delivery targets and performance indicators, this will be with the approval of the council, following approval of an adjustments budget (section 54(1)(c) of MFMA).

The municipal manager is responsible for the preparation of the SDBIP, which must be legally submitted to the mayor for approval once the budget has been approved by the council (around end-May or early-June). The mayor will approve the SDBIP and performance agreements simultaneously, and then make the SDBIP and performance agreement of the municipal manager public within 14 days, preferably before 1 July. It is only the top layer (of high-level) detail of the SDBIP that is to be made public.

It is the output and goals made public in the SDBIP that will be used to measure performance on a quarterly basis during the financial year. Note that such in-year monitoring is meant to be a light form of monitoring. The council should reserve its oversight role over performance at the end of the financial year, when the mayor tables the annual report of the municipality.

The in-year monitoring is designed to pick up major problems only, and aimed at ensuring that the mayor and municipal manager are taking corrective steps when any unanticipated problems arise. The SDBIP serves a critical role to focus both the administration and council on outputs by providing clarity of service delivery expectations, expenditure and revenue requirements, service delivery targets and performance indicators.

2.1 Components of the SDBIP

The necessary components are:

- Monthly projections of revenue to be collected for each source
- Monthly projections of expenditure (operating and capital) and revenue for each vote
- Quarterly projections of service delivery targets and performance indicators for each vote

CHAPTER 3: Budget and IDP alignment

3.1 Monthly projections of revenue to be collected for each source

The SDBIP information on revenue will be monitored and reported monthly by the Municipal Manager in terms of section 71(1)(a) and (e) to ensure timeous remedial steps if necessary. Comprehensive financial policies will ensure realistic revenue projections by taking into account appropriate service and delivery levels, standards, ability to pay and collection efforts.

Sources of revenue for the purposes of the SDBIP defined by National Treasury as national norms and standards are:

- regional levies
 - property rates
 - property rates - penalties imposed and collection charges
 - electricity revenue from tariff billings
 - water revenue from tariff billings
 - sanitation revenue from tariff billings
 - refuse removal from tariff billings
 - grants
 - interest & investment income
 - rent of facilities and equipment
 - interest earned outstanding debtors
 - traffic fines
 - fines for late payment
 - licenses and permits
 - income from agency services
 - other

3.1 Monthly projections of revenue to be collected for each source

NC094 Phokwane - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description		Ref	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework		
R thousand			July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Revenue By Source																	
Property rates			1,980	1,980	1,980	1,980	1,980	1,980	1,980	1,980	1,980	1,980	1,980	1,980	23,755	25,346	27,019
Service charges - electricity revenue			6,054	6,054	6,054	6,054	6,054	6,054	6,054	6,054	6,054	6,054	6,054	6,054	72,646	77,514	82,629
Service charges - water revenue			3,185	3,185	3,185	3,185	3,185	3,185	3,185	3,185	3,185	3,185	3,185	3,185	38,215	40,776	43,467
Service charges - sanitation revenue			1,168	1,168	1,168	1,168	1,168	1,168	1,168	1,168	1,168	1,168	1,168	1,168	14,015	14,954	15,941
Service charges - refuse revenue			779	779	779	779	779	779	779	779	779	779	779	779	9,353	9,980	10,638
Service charges - other														-	-	-	
Rental of facilities and equipment			50	50	50	50	50	50	50	50	50	50	50	50	605	645	688
Interest earned - external investments			293	293	293	293	293	293	293	293	293	293	293	293	3,511	3,711	3,956
Interest earned - outstanding debtors			2,041	2,041	2,041	2,041	2,041	2,041	2,041	2,041	2,041	2,041	2,041	2,041	24,493	26,095	27,817
Dividends received														-	-	-	
Fines, penalties and forfeits			16	16	16	16	16	16	16	16	16	16	16	16	192	205	219
Licences and permits			187	187	187	187	187	187	187	187	187	187	187	187	2,243	2,394	2,552
Agency services			164	164	164	164	164	164	164	164	164	164	164	164	1,966	2,097	2,236
Transfers and subsidies			7,408	7,408	7,408	7,408	7,408	7,408	7,408	7,408	7,408	7,408	7,408	7,408	88,897	98,372	104,673
Other revenue			79	79	79	79	79	79	79	79	79	79	79	79	947	1,002	1,068
Gains on disposal of PPE														-	-	-	
Total Revenue (excluding capital transfers and contributions)			23,403	23,403	23,403	23,403	23,403	23,403	23,403	23,403	23,403	23,403	23,403	23,403	280,839	303,091	322,903
Expenditure By Type																	
Employee related costs			6,687	6,687	6,687	6,687	6,687	6,687	6,687	6,687	6,687	6,687	6,687	6,687	80,250	85,627	91,278
Remuneration of councillors			499	499	499	499	499	499	499	499	499	499	499	499	5,992	6,393	6,815
Debt impairment			991	991	991	991	991	991	991	991	991	991	991	991	11,893	12,571	13,401
Depreciation & asset impairment			1,162	1,162	1,162	1,162	1,162	1,162	1,162	1,162	1,162	1,162	1,162	1,162	13,943	14,738	15,711
Finance charges														-	-	-	
Bulk purchases			7,263	7,263	7,263	7,263	7,263	7,263	7,263	7,263	7,263	7,263	7,263	7,263	87,159	92,127	98,208
Other materials			979	979	979	979	979	979	979	979	979	979	979	979	11,745	12,415	13,234
Contracted services			1,774	1,774	1,774	1,774	1,774	1,774	1,774	1,774	1,774	1,774	1,774	1,774	21,289	22,503	23,988
Transfers and subsidies														-	-	-	
Other expenditure			3,872	3,872	3,872	3,872	3,872	3,872	3,872	3,872	3,872	3,872	3,872	3,872	46,464	49,112	52,354
Loss on disposal of PPE														-	-	-	
Total Expenditure			23,228	23,228	23,228	23,228	23,228	23,228	23,228	23,228	23,228	23,228	23,228	23,228	278,736	295,486	314,988
Surplus/(Deficit)			175	175	175	175	175	175	175	175	175	175	175	175	2,103	7,605	7,915
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)			5,034	5,034	5,034	5,034	5,034	5,034	5,034	5,034	5,034	5,034	5,034	5,034	60,411	28,167	14,747
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)														-	-	-	
Transfers and subsidies - capital (in-kind - all)														-	-	-	
Surplus/(Deficit) after capital transfers & contributions			5,209	5,209	5,209	5,209	5,209	5,209	5,209	5,209	5,209	5,209	5,209	5,209	62,513	35,772	22,661
Taxation														-	-	-	
Attributable to minorities														-	-	-	
Share of surplus/ (deficit) of associate														-	-	-	
Surplus/(Deficit)			1	5,209	5,209	5,209	5,209	5,209	5,209	5,209	5,209	5,209	5,209	5,209	62,513	35,772	22,661

3.2 Monthly Projections of Expenditure (Operating and Capital) and Revenue for each vote:

	July			August			Sept.			October			November			December		
R thousand (000)	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue
GFS- Standard Classification																		
Governance and Administration	6,275,085	175,229	3,669,744	6,275,085	175,229	3,669,744	6,275,085	175,229	3,669,744	6,275,085	175,229	3,669,744	6,275,085	175,229	3,669,744	6,275,085	175,229	3,669,744
Executive and council	1,895,743	-	552,306	1,895,743	-	552,306	1,895,743	-	552,306	1,895,743	-	552,306	1,895,743	-	552,306	1,895,743	-	552,306
Budget and treasury office	3,476,337	175,229	3,117,438	3,476,337	175,229	3,117,438	3,476,337	175,229	3,117,438	3,476,337	175,229	3,117,438	3,476,337	175,229	3,117,438	3,476,337	175,229	3,117,438
Corporate services	903,005	-	-	903,005	-	-	903,005	-	-	903,005	-	-	903,005	-	-	903,005	-	-
Planning and Operations	1,993,223	-	1,739,024	1,993,223	-	1,739,024	1,993,223	-	1,739,024	1,993,223	-	1,739,024	1,993,223	-	1,739,024	1,993,223	-	1,739,024
Community and social services	1,001,684	-	722,425	1,001,684	-	722,425	1,001,684	-	722,425	1,001,684	-	722,425	1,001,684	-	722,425	1,001,684	-	722,425
Sport and recreation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public safety	567,636	-	675,138	567,636	-	675,138	567,636	-	675,138	567,636	-	675,138	567,636	-	675,138	567,636	-	675,138
Housing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cemetery	423,903	-	341,461	423,903	-	341,461	423,903	-	341,461	423,903	-	341,461	423,903	-	341,461	423,903	-	341,461
Economic and Environmental services	273,008	-	329,233	273,008	-	329,233	273,008	-	329,233	273,008	-	329,233	273,008	-	329,233	273,008	-	329,233
Local Economic Development	186,721	-	143,938	186,721	-	143,938	186,721	-	143,938	186,721	-	143,938	186,721	-	143,938	186,721	-	143,938
Integrated Development Plan	32,934	-	-	32,934	-	-	32,934	-	-	32,934	-	-	32,934	-	-	32,934	-	-
Environmental Health	53,353	-	185,295	53,353	-	185,295	53,353	-	185,295	53,353	-	185,295	53,353	-	185,295	53,353	-	185,295
Infrastructure and Human Settlement	14,686,669	4,858,997	17,665,214	14,686,669	4,858,997	17,665,214	14,686,669	4,858,997	17,665,214	14,686,669	4,858,997	17,665,214	14,686,669	4,858,997	17,665,214	14,686,669	4,858,997	17,665,214
Electricity	5,802,898	639,375	8,449,764	5,802,898	639,375	8,449,764	5,802,898	639,375	8,449,764	5,802,898	639,375	8,449,764	5,802,898	639,375	8,449,764	5,802,898	639,375	8,449,764
Water	3,694,046	460,919	4,459,276	3,694,046	460,919	4,459,276	3,694,046	460,919	4,459,276	3,694,046	460,919	4,459,276	3,694,046	460,919	4,459,276	3,694,046	460,919	4,459,276
Waste water management	2,538,516	2,925,370	2,223,469	2,538,516	2,925,370	2,223,469	2,538,516	2,925,370	2,223,469	2,538,516	2,925,370	2,223,469	2,538,516	2,925,370	2,223,469	2,538,516	2,925,370	2,223,469
Waste management	1,343,259	-	1,437,408	1,343,259	-	1,437,408	1,343,259	-	1,437,408	1,343,259	-	1,437,408	1,343,259	-	1,437,408	1,343,259	-	1,437,408
Other- Public Works	1,307,950	833,333	1,095,297	1,307,950	833,333	1,095,297	1,307,950	833,333	1,095,297	1,307,950	833,333	1,095,297	1,307,950	833,333	1,095,297	1,307,950	833,333	1,095,297
Total Expenditure/Revenue - Standard	23,227,985	5,034,226	23,403,215	23,227,985	5,034,226	23,403,215	23,227,985	5,034,226	23,403,215	23,227,985	5,034,226	23,403,215	23,227,985	5,034,226	23,403,215	23,227,985	5,034,226	23,403,215

	January			February			March			April			May			June		
R thousand	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue
GFS- Standard Classification																		
Governance and Administration	6,275,085	175,229	3,669,744	6,275,085	175,229	3,669,744	6,275,085	175,229	3,669,744	6,275,085	175,229	3,669,744	6,275,085	175,229	3,669,744	6,275,085	175,229	3,669,744
-	1,895,743	-	552,306	1,895,743	-	552,306	1,895,743	-	552,306	1,895,743	-	552,306	1,895,743	-	552,306	1,895,743	-	552,306
Budget and treasury office	3,476,337	175,229	3,117,438	3,476,337	175,229	3,117,438	3,476,337	175,229	3,117,438	3,476,337	175,229	3,117,438	3,476,337	175,229	3,117,438	3,476,337	175,229	3,117,438
Corporate services	903,005	-	-	903,005	-	-	903,005	-	-	903,005	-	-	903,005	-	-	903,005	-	-
Planning and Operations	1,993,223	-	1,739,024	1,993,223	-	1,739,024	1,993,223	-	1,739,024	1,993,223	-	1,739,024	1,993,223	-	1,739,024	1,993,223	-	1,739,024
Community and social services	1,001,684	-	722,425	1,001,684	-	722,425	1,001,684	-	722,425	1,001,684	-	722,425	1,001,684	-	722,425	1,001,684	-	722,425
Sport and recreation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public safety	567,636	-	675,138	567,636	-	675,138	567,636	-	675,138	567,636	-	675,138	567,636	-	675,138	567,636	-	675,138
Housing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cemetery	423,903	-	341,461	423,903	-	341,461	423,903	-	341,461	423,903	-	341,461	423,903	-	341,461	423,903	-	341,461
Economic and Environmental services	273,008	-	329,233	273,008	-	329,233	273,008	-	329,233	273,008	-	329,233	273,008	-	329,233	273,008	-	329,233
Local Economic Development	186,721	-	143,938	186,721	-	143,938	186,721	-	143,938	186,721	-	143,938	186,721	-	143,938	186,721	-	143,938
Integrated Development Plan	32,934	-	-	32,934	-	-	32,934	-	-	32,934	-	-	32,934	-	-	32,934	-	-
Environmental Health	53,353	-	185,295	53,353	-	185,295	53,353	-	185,295	53,353	-	185,295	53,353	-	185,295	53,353	-	185,295
Infrastructure and Human Settlement	14,686,669	4,858,997	17,665,214	14,686,669	4,858,997	17,665,214	14,686,669	4,858,997	17,665,214	14,686,669	4,858,997	17,665,214	14,686,669	4,858,997	17,665,214	14,686,669	4,858,997	17,665,214
Electricity	5,802,898	639,375	8,449,764	5,802,898	639,375	8,449,764	5,802,898	639,375	8,449,764	5,802,898	639,375	8,449,764	5,802,898	639,375	8,449,764	5,802,898	639,375	8,449,764
Water	3,694,046	460,919	4,459,276	3,694,046	460,919	4,459,276	3,694,046	460,919	4,459,276	3,694,046	460,919	4,459,276	3,694,046	460,919	4,459,276	3,694,046	460,919	4,459,276
Waste water management	2,538,516	2,925,370	2,223,469	2,538,516	2,925,370	2,223,469	2,538,516	2,925,370	2,223,469	2,538,516	2,925,370	2,223,469	2,538,516	2,925,370	2,223,469	2,538,516	2,925,370	2,223,469
Waste management	1,343,259	-	1,437,408	1,343,259	-	1,437,408	1,343,259	-	1,437,408	1,343,259	-	1,437,408	1,343,259	-	1,437,408	1,343,259	-	1,437,408
Other- Public Works	1,307,950	833,333	1,095,297	1,307,950	833,333	1,095,297	1,307,950	833,333	1,095,297	1,307,950	833,333	1,095,297	1,307,950	833,333	1,095,297	1,307,950	833,333	1,095,297
Total Revenue - Standard	23,227,985	5,034,226	23,403,215	23,227,985	5,034,226	23,403,215	23,227,985	5,034,226	23,403,215	23,227,985	5,034,226	23,403,215	23,227,985	5,034,226	23,403,215	23,227,985	5,034,226	23,403,215

Project No.	Project Name	Location	Cost Estimates	Funding Source	Funded / Not Funded
	Financial Management Grant	In-house	R 1,970,000	National Treasury	R 1,970,000
TOTAL			R1,970,000		R1,970,000

**3.3 Other
Approved
Finance
Projects from
the IDP**

3.4 Source of funding Division of Revenue Act (DORA): Allocation: Conditional Grants

GRANT	2017/2018	2018/2019	2019/2020
Municipal System Improvement Grant	-		-
Municipal Infrastructure Grant	-26,814,999	-28,167,000	-14,746,728
Equitable Share	-85,242,000	-94,174,001	-100,096,000
Provincial Library Grant	-1,685,000	-1,787,205	-1,905,160
FBDM	-	-	-
Extended Public Works Programme Incentive	-	-	-
Integrated National Electrification Programme (ESKOM GRANT)	-3,000,000	-	-
Pampierstad Internal Reticulation Refurbishment Grant – DWA	-28,492,966	-	-
FINANCIAL MANAGMENT GRANT (FMG)	-1,970,000	-2,400,000	-2,660,000
TOTAL	-147,204,965	-126,528,206	-119,407,789

3.5 PROJECTS UNDER IMPLEMENTATION - 2016/17

Proposed Capital Project	2017/2018	FUNDING SOURCE
Ganspan Waste Water Treatment Works (WWWTW) and Related Bulk sewer infrastructure	13,477,130	MIG
Upgrading of street and Stormwater in Valspan LIC Project Phase 1	10,000,000	MIG
MIG 1379:Sakhile, Masakeng , Kingston ,Bonita Park Highmast lighting	3,337,869	MIG
Magogong Station Bulk water supply	5,531,028	WSIG
Pampierstad:Elevated Tower Pumpstation Electricity	1,334,628	WSIG
Refurbishment of Jan Kempdorp Sewage Pumpstations	2,273,474	WSIG
Refurbishment of Jan Kempdorp Waste Treatment Works –Phase 3	19,353,836	WSIG
Electrification of Guldenskat Township (608) Stands and Upgrading of B	3,000,000	INEP
mSCOA Compliant Financial System	2,102,757	INTERNAL FUNDING
TOTAL	60,410,722	

SECTION E: DEVELOPMENT PROGRAMMES AND PROJECTS**3.4.2 IDP/Budget Representative Forum**

To give way to formal representation of the community in the process of compiling and reviewing the Integrated Development Plan, an IDP Representative Forum is established. These meetings are taking place quarterly. The latter forum will compromise of ward councilors, some ward committee members, community based Organisations, Non-Governmental organisations (NGO), business sectors, youth organisations, agricultural sectors, women organisations and assigned officials of the municipal council. Representation on the Forum will be done by respective structures by means of nomination on an annual basis.

3.4.4 IDP/Budget Ward Consultative Meetings

With regards to promoting community participation it was in the view of the municipality to conduct ward consultative meetings for the development of the IDP. This was as a result of the municipal area is extensive in size the municipality decided to have IDP/Budget consultative meetings per ward. The aim of these

consultative meetings was to allow for broader community participation. This was important to ensure that development efforts address real needs of the community. Our municipality is inclusive of farm areas, townships and towns of which all of them have different needs. To capture these needs it became vital to split the meetings to become wards specifics. Of which this has allowed us to identify priority issues which are more relevant to an area than broadening the scope.

For this process to be successful the municipality educated the councillors about the IDP and the aim of these meeting. This assisted as the councillors were to chair the IDP/Budget ward consultative meetings so as to get the priority issues from the community. Officials also assisted in the process by loud hailing, attending meetings and providing clarity to the community as to the procedures of the IDP document.

Draft IDP and Budget Ward Consultative Meetings

DATES	WARD	VENUE	TIME
09 April 2015	1	Kgono Primary School	17:00pm
14 April 2015	2	Pampierstad High School	17:00pm
15 April 2015	3	Pampierstad Community Hall	17:00pm
19 April 2015	4	Motswedithuto Primary School	17:00pm
20 April 2015	4	Gaoshupi Makodi Primary School	17:00pm
21 April 2015	5	Bonita Park Community Hall	17:00pm
22 April 2015	6	Hartswater Town Hall	17:00pm
23 April 2015	7+8+9	Valspan Community Hall	17:00pm
29 April 2015	6	Andalusia Primary School	17:00pm
05 May 2015	7+ 9	Ndwanya Primary School	17:00pm
07 May 2015	6 + 8	Proefplaas Community Hall	

Ward 1 and 2 meeting was held at Kgono Primary School and 146 community members attended.

Community Members of Ward 1 and 2 that were present at the meeting raised the following concerns.

1. Need for a clinic to be built in ward 1 (Sakhile)	2. Housing Delivery in Pampierstad Shanty Section
3. Title deed registrations	4. Housing project is needed for old Pampiesrtad Shanty section (Unit 2)
5. Paving Roads in Sakhile and Shanty Section (Unit 2)	6. Highmast lights in Sakhile
7. Stormwater in Pampierstad (Unit 2)	8. A need for School in ward 1

Ward 3 & 4 was a cluster meeting which was held at Gaoshupi Primary School and 71 community members attended.

Community Members of Ward 3&4 that were present at the meeting raised the following concerns.

1. Indigent registration was the main concern of the community	2. Repair and Maintenance of roads in both wards
3. Job Creation (criteria used for employing people on projects)	4. Crime

5. Renovation of Pampierstad Community Hall	6. Road signs and names not Visible
7. Need for School in Pampierstad 900	8. Proper fencing for Cemetery
9. Street dumping waste containers	10. Revamping of Pampiesrtad Park

Ward 4 meeting was held at Motswedithuto and 10 community members attended.

Community Members of Ward 5 that were present at the meeting raised the following concerns.

1. Job creation	2. Sectorial determination
3. Farm Evictions	4. Electricity bills
5. Indigent Registration	6. Housing Project

Ward 5 meeting was held at Bonita Park Community Hall and 65 community members attended.

Community Members of Ward 5 that were present at the meeting raised the following concerns.

1. Job creation	2. Paving Roads Thagadiepelajang
3. Formalisation of Utlwanang and Riemvasmak informal Settlement	4. Leaking water pipes
5. Indigent Registration	6. Housing Project for 127 sites

Ward 6 meeting in Hartswater was held at the Hartswater community hall and 76 community members attended.

Community Members of Ward 6 that were present at the meeting raised the following concerns.	
1. Need for electricity in Nkandla	7. Water and Sanitation in Nkandla 2
8. Roads and Stormwater	9. Need Sport facilities
10. Emergency Services	11. Formalisation of informal Settlement in Nkandla

Ward 6 meeting in Hartswater was held at the Andalusia Primary School and 2 community members attended.

Community Members of Ward 6 that were present at the meeting raised the following concerns.	
1. Need for electricity in Nkandla	12. Water and Sanitation in Nkandla 2
13. Roads and Stormwater	14. Need Sport facilities
15. Emergency Services	16. Formalisation of informal Settlement in

	Nkandla
--	---------

Ward 7, 8 & 9 meeting was held at Valspan Community Hall and 60 community members attended.

Community Members of Ward 7, 8 & 9 that were present at the meeting raised the following concerns.

1. Street Lights for road heading to Andalusia Park	2. Sewer project Masakeng 1200
3. Housing is still needed for areas that are outstanding	4. Refurbishment of old water and sewer networks
5. Job Creation	6. .
7. Fair tender processes	8. Bad conditions of roads in old Valspan
9. Local municipal Offices that are not operating (affect level of payment for services)	10. Sewer network in Andalusia Park extension is leaking

Ward 7 & 9 meeting was held at Ndwanya Primary School Hall and 88 community members attended.

Community Members of Ward 8 that were present at the meeting raised the following concerns.

1. Houses are a need in Ganspan	2.Need for street lights or highmast light and tarred road in B-Block
3. Job Creation	4.Speed humps to be placed on the main road in front of the school
5.Renovation of the swimming pool needed	

Ward 8 Proofplaas meeting was held at Proefplaas Community Hall and 24 community members attended

Community Members of Ward 9 that were present at the meeting raised the following concerns.

1.Land for housing development	2. Allocation of Sites in Guldenskat 609 sites
2. Public Works want to evict tenants	3. Job creation

IDP Priority Issues: 2015/2016

1. Land & housing
2. Roads & Stormwater

3. Water and Sanitation
4. Electricity
5. Health Services
6. Education
7. Youth Development
8. Unemployment
9. Recreational Facilities
10. Environmental management
11. Maintenance and Security
12. Disaster Management

Chapter 4: The strategic planning framework of Phokwane Local Municipality

4.1 Vision and Strategic Principles

ision
Statement

"To be a developmental municipality in the creation and maintenance of sustainable human settlement that results in social and economic development for all our citizens.

"

4.2 The mission statement of the municipality reads as follows:

Mission Statement

To strive within given resources towards efficient, effective and sustainable measures to reduce poverty and stimulate local economic growth.

4.3 Departmental Key Performance Areas and Objectives

Departmental Key Performance Area and Objectives in accordance with the revised IDP of Phokwane Municipality for 2014/2015:

KEY PERFORMANCE AREA	STRATEGIC OBJECTIVE
SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	
• ELECTRICITY	To ensure and facilitate access to electricity by needy households to achieve universal access by 2016.
• WATER AND SANITATION	To provide water & sanitation to all households within the built areas and informal settlements.
• WASTE MANAGEMENT	To ensure a sustainable and conducive environment by ensuring effective

	waste management and the proper management of the landfill sites and consistent refuse collection.
• ROADS & STORM WATER	To ensure the proper maintenance and development of roads and storm water infrastructure by 2016
• HOUSING	To facilitate the provision of quality housing by 2016
• LAND	To ensure that additional land is acquired to support integrated human settlements and address land shortage in all municipal areas.
• EDUCATION	To facilitate the development of educational facilities and programs to enable skills development by 2016.
• Sports and recreation facilities	To facilitate the provision of recreational and sports facilities in the municipal areas by 2016.
• Safety and Security	Sustainable maintenance and security of municipal buildings and assets.
• Health services	To facilitate the provision and development of quality health facilities and programmes by 2016.

KEY PERFORMANCE AREA	STRATEGIC OBJECTIVE
LOCAL ECONOMIC DEVELOPMENT	<ul style="list-style-type: none"> Promote economic growth, tourism

- and agriculture
- To ensure that all our efforts are geared towards creating an environment that is conducive for employment opportunities.

KEY PERFORMANCE AREA	STRATEGIC OBJECTIVE
PUBLIC PARTICIPATION AND GOOD GOVERNANCE	To create a conducive environment for community participation in the affairs of the municipality
INSTITUTIONAL DEVELOPMENT & FINANCIAL VIABILITY	<p>To improve organisational cohesion</p> <ul style="list-style-type: none"> • To improve overall financial management in the municipality by developing and implementing appropriate financial management policies, procedures and systems • Promote sound financial governance

4.4 Alignment with the IDP

The SDBIP of the municipal manager defines Council expectations of the municipal manager performance agreement to which is allocated and section 57(5) of the Municipal Systems Act, which provides that performance and targets must be based on performance indicators (KPI's) as set in the Municipality's Integrated Development Plan.

Chapter 5: Quarterly projections of Service Delivery Targets and Performance Indicators

5.1 Overview

The format prescribed in MFMA Circular No. 13 will be followed with the compilation of this SDBIP, which is as follows:

Figure 4: Format of the Departmental SDBIP

Given that the SDBIP is summary of all the departmental SDBIPs, is it important that it set out the required information. For the purposes of this document, the structure of the Departmental SDBIP's would be determined by the Key Performance Areas (KPA's) as per each section of the IDP goals identified in the approved IDP for 2014/2015. Generally, Phokwane municipality's vote structure is not specifically aligned to the GFS classification. However for the purpose of this document and compliance with the national treasury's GFS classification and reporting, the level of votes has been arranged to conform to the GFS functions and sub-functions, and these are aligned to senior managers. Each senior manager

Figure 4(a) (Source: MFMA Circular No. 13, p. 12)

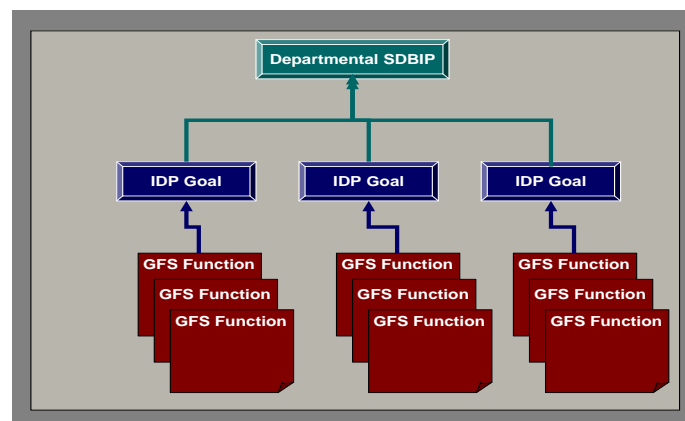
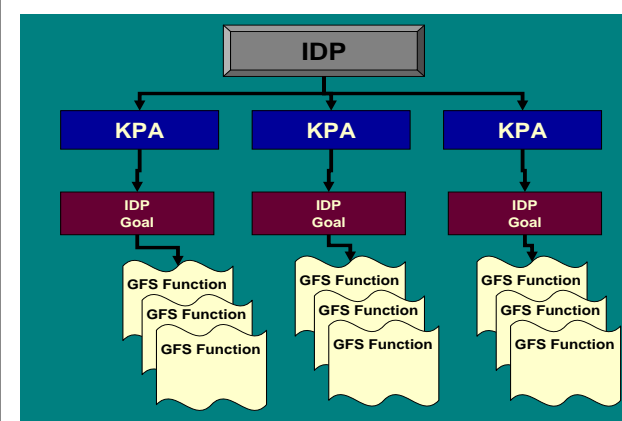


Figure 4(b)



reporting directly to the municipal manager and the municipal manager him/herself is responsible for various service delivery functions (the GFS functions).

Under each of the main IDP goals and GFS function, the following information must be provided 1:

.1. Purpose (outcomes)

- Define the service/s
- Define the customer/s
- Show how the service is linked to the IDP (outcomes)

2. Service delivery description (outputs)

- Define the level of service planned for each customer group (outputs).
 - Describe the improvements in service levels and standards planned over the medium term.
-
- List measurable performance objectives for the current year, budget year, and at least two future years. Include quarterly projections of service delivery targets and other performance indicators in the same format as required for the municipality's SDBIP. Senior managers will refer to current year mid-year reports and the previous year annual report to develop next year's SDBIP.
 - A list of capital projects per ward to be implemented in the budget year in the same format as required for the municipality's SDBIP including: project number; name; short description of what the project will deliver; planned start date; and planned completion date. Include quarterly performance targets for percentage of projects to be completed on time, within budget and to specification.

1 Format prescribed in MFMA Circular No. 13, pages 12-13.

- A review of past performance and how this impacts on future plans.

3. Resources utilized (inputs)

- Budgeted expenditure by vote (GFS function) and major type (employee related costs, repairs and maintenance etc) for the current year, budget year, and at least two future years. Include monthly projections of expenditure in the same format as required for the municipality's SDBIP.
- Comment on discretionary and non-discretionary expenditure. Non-discretionary are considered to be costs that must be incurred.
- Highlight major features of expenditure (i.e. highly mechanized or highly labour reliant etc).
- Type of staffing (professionals, technical, clerical etc) number and Rand value.
- Budgeted revenue by vote and source for the current year, budget year, and at least two future years. Include monthly projections of revenue in the same format as required for the municipality's SDBIP including additional performance measures for revenue targets and collection levels.
- Comment on revenue dependencies, expected major shifts in revenue patterns and possible alternative sources of revenue for investigation.

5.2 Projections of Service Delivery Targets and Performance Indicators

KPA				KPI	Annual Target	Qtr Ending 30 Sept 2015		Qtr Ending 31 Dec 2015		Qtr Ending 31 March 2016		Qtr Ending 30 June 2016	
	Departmental Goal	Sub-Directorate	KPI Owner			Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
Good Governance and Public Participation	To develop a communication strategy	Communication	MM	Communication strategy	1							1	
	To inform public about the affairs of the municipality	Communication	MM	Number of radio talk show	2					1		1	
				Number of newsletter	2					1		1	
	Ensuring that municipality maintaining strong and effective oversight structures	IA	MM	Audit Committee fully operational and meeting at least 4 times annually	4	1		1		1		1	
		PO	PO	Reports from the MPAC	4	1		1		1		1	
	To prepare and execute annual internal audit plan	IA	MM	Approved Annual Internal Audit Plan	1							1	

KPA	Departmental Goal	Sub-Directorate	KPI Owner	KPI	Annual Target	Qtr Ending 30 Sept 2015		Qtr Ending 31 Dec 2015		Qtr Ending 31 March 2016		Qtr Ending 30 June 2016	
						Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
Good Governance and Public Participation		IA	MM	% of completed audit projects	90% approved audit plan	10 %		30 %		60 %		90 %	
	To develop a good working relationship and being responsive	IA	MM	% of Customer satisfaction rating for completed projects	75 % of overall rating by municipal managements							75 %	
	To develop a good working relationship and being responsive	IA	MM	% of Audit Committee rating for overall service delivery	85% Audit Committee rating for overall service delivery							85 %	
	To improve a technical competence of internal audit staff	IA	MM	Number of training attend by internal audit staff	8	2		2		2		2	

KPA	Departmental Goal	Sub-Directorate	KPI Owner	KPI	Annual Target	Qtr Ending 30 Sept 2015		Qtr Ending 31 Dec 2015		Qtr Ending 31 March 2016		Qtr Ending 30 June 2016	
						Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
Good Governance and Public Participation	To ensure that risk assessment are conducted	IA	MM	Annual Strategic and operational risk register	1 Annual Strategic Risk Assessment							1	
	To ensure a functional risk management process	IA	MM	Number of risk management reports issued on implementation of risk management process and plan	4	1		1		1		1	
	Ensure functioning of Council	PO	PO	Council meetings held	4								
		PO	PO	EXCO meetings held	4								
		PO	PO	Council Portfolio committee meetings held	4								
Good Governance and Public Participation	Ensuring the involvement of the community in the affairs of the Municipality	PO	PO	Ward Meetings held per year	4	1		1		1		1	

KPA	Departmental Goal	Sub-Directorate	KPI Owner	KPI	Annual Target	Qtr Ending 30 Sept 2015		Qtr Ending 31 Dec 2015		Qtr Ending 31 March 2016		Qtr Ending 30 June 2016	
						Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
		PO	PO	Ward committee meetings held	12	3		3		3		3	
		PO	PO	Imbizos held	1 Mayoral Imbizos							1	
	Ensure regular reporting by Municipal Manager and HODs	PO	PO	Formal Meetings between the Mayor, Speaker, Municipal Manager and Senior Managers	4	1		1		1		1	
	The involvement of Young People and disadvantaged groups in the affairs of the Municipality	PO	PO	Meetings with structured youth	3							3	
		PO	PO	Meetings with disability organisation	3							3	
Good Governance and Public Participation		PO	PO	Meetings with gender based organisation	3							3	

KPA	Departmental Goal	Sub-Directorate	KPI Owner	KPI	Annual Target	Qtr Ending 30 Sept 2015		Qtr Ending 31 Dec 2015		Qtr Ending 31 March 2016		Qtr Ending 30 June 2016	
						Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
		PO	PO	Meetings with Health/ HIV and Aids org	3							3	
	To ensure effective and efficient record management	HR	Corporate	Report on number of <ul style="list-style-type: none"> Files circulated and returned to Registry within 3 days during 2014/2015. lost files 	1								
Municipal Institutional Development and Transformation	To facilitate the transfer of archival records to Archives Repositories	Admin	Corporate	A list of terminated file series compiled.	30 June 2015							1	
	To educate the community with regard to By-law enforcement by conducting awareness campaigns	Admin	Corporate	Number of awareness campaigns conducted during 2014/2015	1								
	To ensure that HR policies are developed.	HR	Corporate	Leave encashment policy	1							1	

KPA	Departmental Goal	Sub-Directorate	KPI Owner	KPI	Annual Target	Qtr Ending 30 Sept 2015		Qtr Ending 31 Dec 2015		Qtr Ending 31 March 2016		Qtr Ending 30 June 2016	
						Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
		HR	Corporate	Review of HR policies by 30 June 2015	5							5	
	To ensure that all staff receive training on Disciplinary and Grievance Code and Policy	HR	Corporate	Number of training conducted by 30 June 2015	1							1	
Municipal Institutional Development and Transformation	Ensuring compliance with Occupational Health and Safety Act	HR	Corporate	Report on number of employees that underwent medical check- ups by 30 June 2015	1							1	
	Ensuring sound Labour Relations in compliance with the Basic Conditions of Employment Act, the EEA, LRA etc.	HR	Corporate	Report on number of LLF meetings held during 2014/2015	1							1	
	Ensure that the organisational structure is reviewed	HR	Corporate	Reviewed and approved Organizational Structure	1							1	
	To develop a work skills plan	HR	Corporate	An approved Work Skills Plan for 2015/2016	1							1	

KPA	Departmental Goal	Sub-Directorate	KPI Owner	KPI	Annual Target	Qtr Ending 30 Sept 2015		Qtr Ending 31 Dec 2015		Qtr Ending 31 March 2016		Qtr Ending 30 June 2016	
						Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
	To ensure that quarterly performance reports are submitted to council.	PMS	MM	Quarterly performance reports	4	1		1		1		1	
	Ensure that Performance contracts and plan are signed by all senior managers	PMS	MM	Signed performance agreement and plans	5	5							
	To review performance management system framework	PMS	PMS	Approved PMS policy	1							1	
Municipal Financial Viability and Management	To update the municipal website with relevant information as required i.t.o MFMA	IT	Corporate	Number of reports published on municipal website	12	3		3		3		3	
	To ensure effective and efficient ICT security infrastructure	IT	Corporate	The appointment of an (ISO) independent security officer	1					1			
	Provide reliable network access to end-users	IT	Corporate	Number of network points upgraded	64 network points			32		16		16	

KPA	Departmental Goal	Sub-Directorate	KPI Owner	KPI	Annual Target	Qtr Ending 30 Sept 2015		Qtr Ending 31 Dec 2015		Qtr Ending 31 March 2016		Qtr Ending 30 June 2016	
						Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
	Monitoring and enforcement of performance of Service Providers	IT	Corporate	Reports on performance of service provider	6							6	
Municipal Financial Viability and Management	Formulation of ICT policies and procedures	IT	Corporate	Cellphone and ICT devices policies submitted and approved	2							2	
	Provide ICT training to staff and Councillors	IT	Corporate	Number of training attended	1							1	
	Ensure availability of regular back-up recordings of all critical electronic systems	IT	Corporate	Number of monthly backups conducted.	12 backups	3		3		3		3	
	To develop an ICT governance framework.	IT	Corporate	ICT framework approved	1							1	
	To ensure that asset register is updated.	Asset Management	Finance	Updated asset register	1							1	
	To review asset management policies	Asset Management	Finance	An approved asset management policy	1							1	

KPA	Departmental Goal	Sub-Directorate	KPI Owner	KPI	Annual Target	Qtr Ending 30 Sept 2015		Qtr Ending 31 Dec 2015		Qtr Ending 31 March 2016		Qtr Ending 30 June 2016	
						Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
Municipal Financial Viability and Management	To ensure safe record keeping of all supporting documentation of assets	Asset Management	Finance	Register developed and maintained	1 updated register							1	
	Ensuring that all assets are adequately insured	Asset Management	Finance	Number of reports on asset insured	1							1	
	Ensure annual review and approval of the SCM policy by Council	SCM	Finance	An amended and approved SCM policy	1							1	
	Ensure effective oversight of procurement and tendering processes	SCM	Finance	Report on policy compliance including Irregular, fruitless, wasteful and unauthorized expenditure	4 reports per annum	1		1		1		1	
	To facilitate the compilation of the procurement plan by various departments	SCM	Finance	Number of procurement plans compiled and submitted to Treasury.	1 consolidated plan for 2014/2015	1							

KPA	Departmental Goal	Sub-Directorate	KPI Owner	KPI	Annual Target	Qtr Ending 30 Sept 2015		Qtr Ending 31 Dec 2015		Qtr Ending 31 March 2016		Qtr Ending 30 June 2016	
						Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
Municipal Financial Viability and Management	Ensure that the Supplier data base is updated on a regular basis	SCM	Finance	Number of adverts placed	1							1	
	Ensure the effective administration of all contracts/SLA's	SCM	Finance	Report on number of meeting held with the contractors	4 Reports per annum	1		1		1		1	
	Ensure the development and updating of the registers	SCM	Finance	Completeness and accuracy of commitment, contract and tender register maintained and updated	4	1		1		1		1	
	To ensure that payments are made within 30 days	Expenditure	Finance	Number of creditors received and paid within 30 days	Monthly	3		3		3		3	

KPA	Departmental Goal	Sub-Directorate	KPI Owner	KPI	Annual Target	Qtr Ending 30 Sept 2015		Qtr Ending 31 Dec 2015		Qtr Ending 31 March 2016		Qtr Ending 30 June 2016	
						Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
Municipal Financial Viability and Management	Ensure that bank reconciliations are done	Expenditure	Finance	Bank reconciliation	12 reports	3		3		3		3	
	To ensure accuracy and completeness of Rates and valuations	Revenue	Finance	Reconciliation between valuation roll and system	1							1	
	To improve the collection rates	Revenue	Finance	Percentage increase in payment levels	70%							70%	
	Ensure implementation of the budget through the process of planning, strategizing, preparing, tabling and approving as per prescribed budget reforms format, NT guidelines and MFMA Calendar.	Budget Office	Finance	Submission of: <ul style="list-style-type: none"> Annual budget Adjustment budget 	1 1					1		1	
	Ensure timeous reporting in the prescribed format to Council, National and Provincial Treasury, Auditor General, DPLG, Department Housing and Local	Budget Office	Finance	Submission of: <ul style="list-style-type: none"> Section 71 Section 72 	12 1	3		3		3 1		3	

KPA	Departmental Goal	Sub-Directorate	KPI Owner	KPI	Annual Target	Qtr Ending 30 Sept 2015		Qtr Ending 31 Dec 2015		Qtr Ending 31 March 2016		Qtr Ending 30 June 2016	
						Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
	Government, and other stakeholders on prescribed dates.			<ul style="list-style-type: none"> Section 52 	4	1		1		1		1	
	Ensure timeous compilation of the Annual Report and Annual Financial Statement in the prescribed format.	Budget Office	Finance	Submission of complete: <ul style="list-style-type: none"> Annual Report Annual Financial Statement 	1 1	1				1			
	To create a conducive environment for community participation in the affairs of the municipality and ensuring structured participation	IDP	Planning & Operation	Process plan Approved by council	1	1							
		IDP	Planning & Operation	No. of IDP/Budget steering committee meeting	4	1		1		1		1	
Municipal Institutional Development and Transformation		IDP	Planning & Operation	No. of IDP/Budget rep forum	2	1				1			

KPA				KPI	Annual Target	Qtr Ending 30 Sept 2015		Qtr Ending 31 Dec 2015		Qtr Ending 31 March 2016		Qtr Ending 30 June 2016	
		Sub-Directorate	KPI Owner			Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
	To develop a municipal strategic plan	IDP	Planning & Operation	Draft IDP approved	1							1	
	To ensure that all our efforts geared towards creating an environment for employment that is conducive for employment opportunities.	LED	Planning & Operation	Number of job opportunities created through initiatives such LED projects, EPWP, Capital projects and maintenance projects	50	15		15		10		10	
	To promote economic growth			Number of workshop and capacity building programmes conducted to capacitate SMME's	5			5					
				Number of LED EXPO conducted to provide platform for SMME's, Business to exhibit their products	3			1		1		1	
				Number of Tourism Awareness Campaign to be held to promote local tourism	2			1				1	

KPA	Departmental Goal	Sub-Directorate	KPI Owner	KPI	Annual Target	Qtr Ending 30 Sept 2015		Qtr Ending 31 Dec 2015		Qtr Ending 31 March 2016		Qtr Ending 30 June 2016	
						Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
				Number of Tourism attraction revamp	1							1	
Basic and Sustainable Service Delivery and Infrastructure Development	To ensure proper maintenance and development of water, roads and storm water infrastructure.	Water	Planning & Operations	Nr of scouring of network	Monthly	3		3		3		3	
	To ensure proper maintenance and development of roads and storm water infrastructure	Roads	Infrastructure	km of tar roads maintained	2km	500 m		500 m		500 m		500 m	
		Roads	Infrastructure	Km of paved road maintained	According to roads master plan								
		Roads	Infrastructure	Km of resurfaced road	According to roads master plan								
	To ensure a sustainable and conducive environment by ensuring effective waste management and proper	Solid waste	Planning & Operations	Weekly Services delivered according to schedule	<ul style="list-style-type: none"> Business – 7 days 	100 %		100 %		100 %		100 %	

KPA	Departmental Goal	Sub-Directorate	KPI Owner	KPI	Annual Target	Qtr Ending 30 Sept 2015		Qtr Ending 31 Dec 2015		Qtr Ending 31 March 2016		Qtr Ending 30 June 2016	
						Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
	management of landfill site and consistent refuse collection		tions		a Week • Household – 7 days a week								
		Solid waste	Planning & Operations	Nr of management inspection at landfill site	Weekly	100 %		100 %		100 %		100 %	
		Solid waste	Planning & Operations	Nr of cleaning / awareness campaigns conducted	3 per annum			1		1		1	
	To ensure sustainable delivery of community services cemeteries, parks and recreation to all residents of Phokwane	Cemeteries	Planning & Operations	Number of graves prepared according to schedule									

KPA	Departmental Goal	Sub-Directorate	KPI Owner	KPI	Annual Target	Qtr Ending 30 Sept 2015		Qtr Ending 31 Dec 2015		Qtr Ending 31 March 2016		Qtr Ending 30 June 2016	
						Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
		Environmental Health	Planning & Operations	No. of environmental health campaign conducted	3 per annum.			1		1		1	
	To provide water and sanitation to household	Water	Infrastructure	No. of household to be connected to water network by 2015	64 houses							64	
		Sanitation	Infrastructure	No. of household with access to sewer network	1160 household							1160	
	To ensure a construction of new roads	Roads	Infrastructure	No. of km of roads surfaced /paved	7km			3		3		1	
	To ensure provision of electricity to needy community	Electricity	Infrastructure	No. of household connected to Electricity network	12 houses			12					
Basic and Sustainable Service Delivery	To ensure a provision of housing			Number of houses to be built	100	25		25		25		25	

KPA	Departmental Goal	Sub-Directorate	KPI Owner	KPI	Annual Target	Qtr Ending 30 Sept 2015		Qtr Ending 31 Dec 2015		Qtr Ending 31 March 2016		Qtr Ending 30 June 2016	
						Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
and Infrastructure Development	To ensure that all informal settlement are formalise.	Human Settlement	Infrastructure	No. of informal settlement formalised	5 settlements	1		1		1		2	
		Human Settlement	Infrastructure	No. of housing subsidy beneficiaries with access to title deeds	100 beneficiaries	25		25		25		25	
	To improve water quality	Water	Infrastructure	Blue drop status	% of blue drop status	90%		90%		90%		90%	
				Green drop status	% of green drop status	70%		70%		70%		70%	